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UA3/9/5 Opening Faculty/Staff Meeting

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GARY RANDELL'S REMARKS
OPENING FACULTY/STAFF MEETING
AUGUST 18, 1998

Welcome everyone. I want to thank you for your attendance at this opening faculty and staff meeting. I trust everyone had a safe and productive summer. Much has transpired since my last e-mail message to you at the end of the spring semester. And this summer, I've spent some time reflecting. It was 25 years ago last week that I graduated from Western with my bachelor's degree. This will put much of what we discuss this morning in perspective.

New Faculty and Staff

I want to offer an enthusiastic welcome to the new members of our campus community. As of today, we have 54 new members of our faculty, and we have 26 new members of our administration and staff. Will all new members to the Western faculty and staff, who have joined us since last spring, please stand and let us collectively welcome you to the Western family. You will soon come to realize the special character of this family and the bond which exists throughout this campus. I wish for each of you a long and successful tenure on this hill and in this community.

Everyone here this morning represents this academic community, so I am pleased to have this many of you gathered to address some important matters which will help us become a better academic community. Much of what we'll address this morning will help us manage our administrative affairs in a more business-like manner so that our academic affairs can be strengthened. Each member of our faculty and staff is an important contributor to the success of this academic community.

Introductions

At the outset this morning, I want to introduce three members of the Board of Regents who are providing outstanding leadership for Western—the immediate past Chair Ms. Peggy Loafman, the new Vice Chair of the Board Ms. Kristen Bale, the new Chair of the Board of Regents Mr. Cornelius Martin, Staff Regent Ms. Joy Gramling, Faculty Regent Dr. Ray Mendel, and Student Regent Ms. Stephanie Cosby.

I would like to acknowledge members of the Western Administrative Council and offer the assurance that the administrative structure which was put into place last December has crystalized into a cohesive and interactive group of administrative leaders representing seven divisions of the University. First and foremost is the leadership provided to our academic community through the Provost and Vice President for Academic Affairs Barbara Burch; the Vice President for Student Affairs Jerry Wilder; the Vice President for Development and Alumni Relations, now two and one-half months into his new duties, Tom Hiles; the Chief Financial Officer Ann Mead; the General Counsel who also handles human resources, auditing, equal opportunity, and environmental health and safety, Deborah Wilkins. Our public affairs and governmental relations programs are headed by Fred Hensley; our Director of Athletics Lewis Mills. Completing the Administrative Council is the Vice President for Information Technology Charles Anderson, and John Osborne, Assistant Vice President for Student Services, who handles our auxiliary enterprises and facilities operations. Finally, I would like to introduce and thank our deans: from Ogden College of Science, Technology and Health—Martin Houston; from the Bowling Green College of Business Administration—Bob Jefferson; from Potter College of Arts, Humanities, and Social Sciences—David Lee; and from the College of Education and Behavioral Sciences—the Associate Dean in Charge—Sam Evans. From the Community College—Paul Rice; the Dean of Libraries—Mike Binder; the Dean of Graduate Studies and Extended Campus Programs—Elmer Gray; and our Dean of Student Life and Associate Vice President for Student Affairs—Howard Bailey. I would also like to acknowledge and express appreciation to the Chair of the Faculty Senate—Arvin Vos and the Chair of the Staff Council—Danna Jacobson.

These individuals may head divisions or colleges or groups and their leadership and abilities are very important, but their contributions and mine are no more important than those of everyone else assembled here today. One of the reasons why I wanted to address everyone on our faculty and staff together is to reiterate the

theme I encouraged last spring—one family, one collection of professionals and educators, each with a major role to play in the delivery of quality education for our students and effective service to our constituents. Your individual and collective talents are appreciated. The progress you are making is evident and people are taking notice.

Priorities

There has indeed been considerable progress made over the summer months. I specifically want to touch on several items which I think are of particular importance to each of us. Perhaps the best way to approach each of these important matters is to offer a perspective on my priorities after ten months in this job. As I have met with each of you in groups or individually, I have listened, observed, and analyzed as much of the campus as possible. I have zeroed in on some priorities. The areas where I will be devoting much of my attention and directing as many available resources as possible are: compensation and benefits; restoration of our physical plant; enhancing external support, specifically our endowment; improving our capacity for information technology; recruitment and retention of quality students; student support and wages; institutional marketing; and campus attitude. Each of the points I want to discuss with you this morning will address one or more of these priorities.

Information packets have been prepared which outline most of the initiatives which we have been addressing in recent months.

Strategic Plan

I want to start with our Strategic Plan. Since December, Dr. Burch and many of you throughout the academic community, with support from Ms. Mead and her colleagues in Budget and Planning, have been crafting a Strategic Plan which will guide our actions between now and the summer of 2003. This Strategic Plan is distributed to each of you this morning before it is typeset and put in publication form. This plan will be called *Challenging the Spirit*. It was approved by the Board of Regents at its meeting on July 31. The vision of this plan is clear and precise. In achieving the goals of this Strategic Plan, Western will emerge and strengthen its position as the best comprehensive university in Kentucky and will take its rightful place among the best in the nation. Our mission is equally succinct: to produce globally competitive graduates and to be of optimum service to our constituents. This mission and the goals in this plan are ambitious, distinctive, and relevant to the desires I've heard you express and which have been expressed by those we serve.

The Strategic Plan focuses on five clearly defined categories: increased student learning, developing the student body, assuring high quality faculty and staff, enhancing responsiveness to constituents and improving institutional effectiveness. This plan does challenge the Western spirit—it is a living program crafted to actively influence decisions, motivate effort, and channel resources. Shaped by the Board-commissioned Institutional Review conducted early last fall; by higher education legislation in Frankfort and by many of the outcomes espoused in the *Moving to a New Level Plan*—this document encourages us to break away from our counterproductive habits, experiment with new approaches, dismantle bureaucratic barriers, nurture our expectations of ambition and success and openness, and it exemplifies an enthusiasm for the task at hand. Most importantly, it represents a commitment of this University and all of its members—me and each of you—to achieve national distinction for Western.

Specific performance indicators define those outcomes which we will achieve over the next five years. Phase 2 of this plan is departmental specific. Campus departments will be given the opportunity to determine how these outcomes are to be achieved—by whom and when. This will be done throughout the fall semester so that we may take to the Board at its winter meeting precise accountabilities and time lines. Phase 3 of the plan will be its implementation over the 4 ½ years which follow.

Institutional Peer Group

This Strategic Plan is ambitious. One of the ways to measure our progress is to identify a group of institutions with which we compare our academic and administrative performance. Many of you were involved

throughout the spring semester in the identification of your preferences for such a group of peer institutions. Utilizing your input and the input of numerous others, taking into consideration perspectives of our Board of Regents, and trying to achieve a balance of comprehensive institutions with those institutions in a research or doctoral category, we have pinpointed ten institutions with which we will draw our comparisons over the next several years. These institutions are listed in your material. Our Office of Institutional Research has already begun to seek various points of comparison and, in fact, has already gathered data related to tuition and fees, applicant acceptance rates, act scores, faculty-student ratios, graduation rates, retention rates, and alumni giving. I want to commend Bob Cobb and our staff in Institutional Research for their work in this regard and ask that contacts with these universities, for comparison purposes, be coordinated by our Office of Institutional Research.

Now let me be clear in telling you that this will not be the only group with which we will be comparing ourselves. The CPE will continue to have a group of institutions which it will use as the collective peer group for Eastern, Murray, Morehead, Kentucky State, Northern Kentucky, and Western. Likewise, the Southeastern Review Board will require data from a collection of southeastern institutions, and there will always be the inevitable comparison to the other public universities in Kentucky. Many of these comparisons will be beyond our control. Our intent at Western, however, is to think national and compare for our own purposes our performance to a collection of nationally recognized institutions. I must tell you that Gordon Davies, the new President of the Council on Postsecondary Education, has endorsed this concept. He has encouraged a national perspective and has sent signals of his desire for each institution to have a more statewide influence and to chart its own course for prominence.

Program of Distinction

Also coming into focus this summer was the approval by the Council on Postsecondary Education of Western's initial Program of Distinction. In your material, you can see the Provost's July 16 communique to faculty and academic staff. I want to applaud those faculty in Ogden College of Science, Technology and Health for their efforts to create a Program of Distinction which cuts across ten applied research centers. These centers represent a combination of disciplines throughout our life and physical sciences, and they represent a significant impact on the quality of life throughout our area of the state. These programs involve an optimum number of faculty and students and represent dramatic enhancements to our core curriculum. This Program of Distinction was a thoughtful and creative response to the process outlined by the Council on Postsecondary Education. I am particularly grateful for our capacity to provide immediate matching money from internal and external sources in order to fully claim the money which the state has put on the table. An important point relates to the \$4.2 million available to Western over the three-year period from FY 97-98 through FY 99-2000. Our proposal requested \$2.9 million of the \$4.2 million reserved for us. Our intention is to come back this year and next year and request the remaining \$1.3 million for a second Program of Distinction, which we have indicated to the Council on Postsecondary Education will be our journalism and communications program. A full \$1.4 million per year is available to us whether we claim it now or in the future. Our challenge is to balance the recurring and nonrecurring strategies each year in the future. If we match with recurring money, the state gives us recurring money and it goes into the budget base for that program. If we match with non-recurring money, the state gives us non-recurring and we must match it each year.

Facilities' Improvement

The one area that is probably risen the most on my list of priorities is that of our physical plant. Having now looked in and around most every building on campus, and our Western sites in Glasgow, Elizabethtown-Ft. Knox, and in Owensboro, I am increasingly alarmed at the condition of many of our buildings. We have a huge challenge ahead of us, and in my opinion, the challenge is three fold—to restore the structural integrity of the main campus, to restore the architectural heritage of our main campus, and to locate our extended campus programs in the most suitable place. This campus has great character, but unless we ensure the continuation of that character, it will be lost.

I am pleased to outline for you a list of deferred maintenance and campus improvement projects for the

main campus. These projects total \$4,653,000. These are projects which have been well researched and prioritized in recent months and are a result of money which we have made available and which the state has made available for these purposes. Specifically, the state has put up \$2.1 million for deferred maintenance, provided we identify an equal sum from internal reallocations—specifically for deferred maintenance. We have identified \$1,353,000 out of the institution's E&G budget for the projects you see on this list. In addition, I specifically asked the Board of Regents at its may meeting to approve an expenditure of \$1.2 million from the University's reserve fund. Fortunately, we have accumulated a reserve of nearly \$4.8 million. This draw will leave our university reserve at approximately \$3.5 million. Therefore, with \$2.1 million from the state, \$1.3 million from the E&G budget, and \$1.2 million from the reserve, we will be immediately funding the projects you see listed. In addition, we have approved funding for a list of capital projects totaling some \$14 million. This list does include the work on the South Campus—most of which is complete. The capital projects list is also in your packet.

You may also be interested in the priority I will place on our building renovations. I do not anticipate that Western Kentucky University will be seeking additional money for new square footage over the next few legislative sessions. I do, however, anticipate being as aggressive as possible in securing state-appropriated funds to renovate key buildings, particularly those buildings which support our programs of distinction and define the architectural character of our campus, some of which are on the national register of historic places, all of which speak to our distinctiveness. You see in your packet a page titled *Building Renovation Priorities*. In priority order, I believe we need a renovation of Thompson Complex and related facilities. Thompson Complex—north or center wings—are some 35 years old. Snell Hall will be lost forever if it is not renovated soon. I anticipate pursuing funding for our science facilities in the next legislative session. I next envision a combined project to renovate Van Meter Hall and Gordon Wilson Hall and then replace Science and Technology Hall with an appropriate memorial to College High. The intent would be to fully utilize for academic purposes the space in Van Meter and Gordon Wilson Hall by creating considerable new square footage of classroom and laboratory space. Once the new technology and communications building is complete, I would anticipate the need to bring the Academic Complex up to date. Finally, I would anticipate before too many years a renovation of Diddle Arena.

In the auxiliary budget, we will be attempting to bring about cosmetic enhancements to the Downing University Center and the Garrett Conference Center. Our residence hall renovations are prioritized with McLean Hall, Florence Schneider Hall, and Bates Runner Hall—each in need of complete renovations. Air conditioning is still needed for North, South, East, and West Halls. All the while, we will be addressing ongoing maintenance and repairs needed in our other halls. The physical transformation and renewal of our campus must receive our focused attention for the next several years.

But our challenge is even greater in the home base locations for our extended campus sites. Our programs in Glasgow and Owensboro are located in very old school buildings which were long since abandoned by the local school systems. Formal planning for new regional postsecondary centers in Glasgow and Elizabethtown begins next week. Western will partner with the Community College and Tech System to create an optimum postsecondary investment in those communities. I've also gone on record in stating that a regional center on the Owensboro Community College campus is our top off-campus priority in the next legislative session.

Traffic and Parking

I want to now turn your attention to the matter of traffic and parking on this campus. One of the first and most important issues sitting on my desk when I arrived last November was the matter of student safety on and around the roads surrounding our campus, specifically safety along University Boulevard where four of our students have been seriously injured and numerous accidents have occurred in recent years.

On November 12, my third day on the job, I was called to a meeting which had been postponed until I arrived. City officials, County officials, State legislators, the Kentucky Secretary of Transportation, the President of the Western student body, city traffic officials, and others wanted to discuss ways to once and for all solve the safety problem on University Boulevard. No solutions were found. I was asked to make this among my highest priorities. I took that challenge seriously. I learned that Western once owned that land and in the mid 1960s gave

it to the state to solve some traffic problems. Now, some 33 years later, the state has designed traffic options on Campbell Lane and the Russellville Road area of the campus and has given that property back to Western.

After lengthy analysis and negotiation with the state, I am pleased to share with you today the plan through which campus safety will be enhanced, traffic flow and speed reduced, and parking increased. I want to outline for you a series of steps which have begun to unfold in order to address our traffic and parking needs. We have exchanged 3.4 acres of university land at the corner of Campbell Lane and Industrial Drive for a new 310-space parking lot next to our intramural fields along Campbell Lane. This lot is nearly complete at no cost to the institution. In addition, we have received the deed to University Boulevard between Big Red Way and Normal Drive.

The state has also shared with us a plan, while long-range and still on the "unmet needs" list, to connect the Russellville Road–Morgantown Road intersection to University Boulevard at a point near the bleachers behind home plate on the WKU baseball field. We have agreed to provide a full right of way behind the Purchasing Building, and the state has agreed to give us the deed to the stretch of University Boulevard and Russellville Road which goes under the train trestle. We plan to turn this into green space and once and for all eliminate the flooded street problem on Russellville Road. This will also provide a more direct route for campus traffic to the businesses on Russellville Road and Morgantown Road. This particular part of the plan is not included on your map, as the state only last Friday authorized us to announce it.

We intend to create a one-way loop around the campus. This loop will be designed to dramatically improve safety conditions for our students, faculty, staff, and visitors by reducing through traffic and controlling speed. Specifically, we are seeking city approval to make Normal Drive one way. We hope the city sees the wisdom of such a traffic pattern. This overall plan will also significantly increase the number of perimeter parking spaces for students, faculty, staff, and visitors. This plan calls for the creation of four new lots: the one I mentioned along Campbell Lane and three on-campus lots. One is between Normal Drive and Mimosa Alley across from the site of the new technology and communications building, one between Kentucky Street and Adams Street near the Kentucky Building, and a new reserved faculty/staff lot on the south lawn adjacent to the Downing University Center. The plan calls for a 14th Street connector which when complete will allow us to close Big Red Way to through traffic. Traffic from Center Street will then be diverted through 14th Street around Adams Street to University Boulevard and eventually directly out to the Russellville Road–Morgantown Road intersection behind the Purchasing Building. The traffic on Big Red Way will then be limited to traffic which comes over 15th Street in front of Cherry Hall or accesses Big Red Way through Dogwood Avenue next to the parking structure. University Boulevard will only be accessible by that traffic which turns left off of Big Red Way leaving the inside two lanes for parking. This one-way loop of Big Red Way, University Boulevard, and Normal Drive will create some 700 new parking places at very little cost to the institution. The city has agreed to construct the 14th Street connector. The state has agreed to do the engineering at the intersection of University Boulevard and Big Red Way, until that intersection is removed when the connector to the Russellville Road–Morgantown Road intersection is complete, and at University Boulevard and Normal Drive; and the state is covering the cost of the 310-space lot at the intramural fields on Campbell Lane. Paving and striping of these streets for the most part is included in the maintenance plan which you have just seen. This plan does address our safety concerns. It does reduce traffic and speed on the campus, and it does add needed new parking capacity. It also, enhances our campus environment and makes us more accommodating to guests. I know that is a lot to absorb. It will take some time to complete this plan, but, except for the Normal Drive approval, the plan is set. The state, city, and county have been helpful, the Board of Regents has approved it in its entirety and we are under way with it.

This plan is part of the five-year plan which the newly-constituted Parking and Transportation Committee is developing. Other details in the committee's plan will be forthcoming, but it will include additional shuttles on campus and to the South Campus. \$120,000 in money from parking fees and fines is to be reinvested back into parking and transportation enhancements this year. Specific uses for that money will be outlined by the committee.

Information Technology

The next item which received considerable attention over the summer deals with information technology. First, the process related to our technology and communications building is under way—although I am concerned about the protracted three-year time line which has been outlined by the state. The architects and engineers have, however, been selected and site selection will be completed as soon as possible.

Four significant things, however, have occurred in recent months which affect the information technology perspective of our faculty and staff.

First, I have converted \$106,000 from administrative to academic use. Specifically, we have eliminated Jim Ramsey's position upon his departure for the University of North Carolina at Chapel Hill and diverted his salary to a recurring faculty computer replacement fund. This recurring fund will supplement an additional \$89,000 and a significant portion of the second important development related to information technology.

Dr. Anderson has led an effort to prepare a computer replacement plan through the year 2005. This plan will provide a new computer for all new faculty each year and an orderly replacement for all faculty equipment over this period of time. Specifically, approximately 100 new machines will be purchased each year. Approximately 50 for new faculty and 50 to 75 for existing faculty as prioritized by the academic deans. Our intention is to reach a point where the replacement life for faculty computers does not exceed five years. This year, however, the first year of the plan, will see some 240 new computers replaced and at least 100 upgraded.

The third important development this summer has to do with internet access for faculty and staff. With the merger of MCI and World Com and the expiration of our MCI contract this year, we have received bids and notice that our internet access costs will rise from approximately \$3.00 per account per month to \$13.95 per account per month. This is an annual increase of more than \$90,000 for the existing 700 accounts, and we anticipate several new faculty and staff accounts as well. After considerable analysis, our decision is to centrally increase the University's contribution to fund one-half of the cost for each member of the faculty and staff for internet access which is approximately \$7.00 per person and ask that the users, members of the faculty or staff, personally cover the other half which will be approximately \$6.95. We have made it possible for this personal cost to be accommodated through payroll deduction. Heretofore, we were the only university in Kentucky which offered this free benefit to faculty and staff and even though our investment as a university has gone from \$3.00 to \$7.00 per individual. We still offer the best faculty/staff benefit of any other public college or university in Kentucky.

The fourth information technology development relates to new administrative computing systems which will provide us with expanded capability. The new student information system—Banner 2000—will provide total access to admission, registration, and advisement on the web. A new institutional advancement system will greatly enhance our external capability, and a new mail system will bring faculty, staff, and students together with total compatibility.

Another matter which is receiving considerable worldwide attention these days is the matter of e-mail and electronic communication. The frequency of campus e-mail is increasing. Let's respect this medium and make every effort to be brief. It is important for us to remember that e-mail is a very public form of communication. Any message is always retrievable. It is important to use good judgement and respect the receiver's right to read messages in a timely manner. But the receiver's time table may or may not be consistent with the sender's expectation. Just remember, treat e-mail like a memo. If you wouldn't put it in writing, then you shouldn't put it on e-mail.

Student Compensation

Next, I want to acknowledge the challenge we have with student wages. I am concerned about the compensation our students earn for their work on campus, particularly at the graduate level.

Graduate assistantships are vital to a thriving graduate and research program. We have a challenge. For the past ten years, Western's graduate assistantship stipends have been flat. Meanwhile, the in-state tuition paid by graduate assistants has doubled. This year, almost one-half—65 out of 157—of our assistants will receive stipends of \$4,000 or less and will pay \$2,460 in tuition. That leaves about \$100 a month for living. We must become more competitive with other universities for quality graduate students.

At the undergraduate level, I encourage you to accommodate every student who has a demonstrated need to work. Let's ensure that our external student work resources are fully utilized. I hope we have enough job opportunities to employ all students who want to work, but especially those who have to work.

Athletic Review

At its meeting on July 31, the Board of Regents received the Board-commissioned Athletic Review. The Board first requested this review in the early fall. I must commend the consultant which the Board retained to lead this study. Dr. Fred Obear, the Chancellor Emeritus of the University of Tennessee at Chattanooga, and the campus committees worked diligently over the spring and summer to complete a very thorough analysis of our athletics program and submitted 30 recommendations pertaining thereto. These recommendations range from budget assessment, to facilities needs, to Title IX, to private support, to the number of sports we offer. The report was generally positive. It was entirely constructive. The entire report, with recommendations and related committee material, is available in the library, my office, or the Athletic Department. All recommendations will be analyzed and addressed. Most will be implemented over time. I will be submitting a plan to the Board of Regents. I will specifically seek input from Lewis Mills, our Athletics Director; from Steve White, our Faculty Athletics Representative; and from Louis Berman and his colleagues on the Hilltopper Athletic Foundation Board of Directors. If you have comments in this regard, please refer to one of those three individuals.

Board of Regents' Meetings

In mentioning the Board of Regents, I think it is important for you to know that we are strategically conducting our Board meetings in cities where members of our Board reside. This summer's meeting was conducted in Owensboro and was the subject of considerable media attention in the Owensboro area. This is particularly important given the Owensboro residence for Regents Earl Fischer and Sara Hulse. Our meeting this fall, on October 30, will be in Louisville where we will be pleased to accommodate our two newest regents, Mr. Ronnie Sheffer and Mr. Jim Tennill, both of Louisville. The Louisville market is extremely important to Western, and we have our work cut out for us in recapturing some of the magic which Western has enjoyed in the Louisville area over the years. I will request that the Board conduct the winter 1999 meeting in Glasgow, home of Regent Kristen Bale, the new Vice Chair of the Board. We will return to Bowling Green for our spring 1999 meeting where, of course, our three constituent Regents Ray Mendel, Joy Gramling, and Stephanie Cosby reside, along with the Chairman of our Board of Regents Cornelius Martin and immediate past Chair Peggy Loafman. Then in the summer of 1999, I will request that we meet in Elizabethtown, home of Regent Lois Gray. The geographic visibility which these meetings create is important to fulfilling the mission and goals outlined in our Strategic Plan. I want to encourage anyone to attend our Board meetings. New locations do not in any way reduce the manner in which any member of the Western family is welcome.

Sexual Harassment Policy

A new sexual harassment policy is to be approved by the Administrative Council and in place by the first day of classes on August 24. This policy is the direct result of one of the recommendations from the Women's Task Force report which is, of course, available for campus-wide viewing. The objectives of the new policy are to protect employees in general, protect the University, and protect the rights of the individual being investigated. Progress has been made not only in the context of this policy but in the achievement of equity pay targets, the balancing of senior administrative appointments, and, I trust a general enhancement of our collective sensitivity. This campus must lead by example in the nurturing of an environment of respect and tolerance for differences—differences whether they be gender, race, age, ethnic or geographic. Very simply, we must treat not

just our colleagues but all individuals who cross this campus with dignity. If everyone is held by the same standard and treated fairly and equally and honestly, then we will have few problems—problems which divert us from our mission of learning, developing, and growing. We will deal with specific instances relating to those who do not show proper respect for colleagues promptly, forthrightly, and with seriousness. Make no mistake that we want any individual to feel comfortable disclosing a problem. In addition to the officials identified in the policy, we will be appointing ombudsmen in the colleges and among the staff and administration to receive confidential concerns and offer counsel. This sexual harassment policy goes into effect on August 24. The policy is referenced in the *Faculty Handbook* and on our Web Site. It calls for swift action when physical or verbal harassment is proven to exist. This policy is intended to serve as a guide for acting on present and future actions.

Faculty - Staff Tuition Waiver Policy

Those of you interested in taking courses, you will want to review the new faculty and staff tuition waiver policy now approved and in effect. This policy has been under consideration for several months. It integrates the policy of the Council on Postsecondary Education along with the perspectives of our classified Staff Council. The policy provides full-time employees with tuition waivers for up to six credit hours per semester or summer term at Western or any of the other public institutions in Kentucky. Part-time employees may also take up to three hours after a proper period of employment. The policy applies only to courses offered for credit and requires the employee to maintain a 2.2 grade point average to be eligible. Employees must also remain employed throughout the term of the class.

Administrative Pay Raises

With the opening of this academic year, we are also implementing a new policy for administrative pay increases. In the past, most administrative salaries could be increased at any time during the year assuming available dollars. Faculty, on the other hand, are generally limited to the academic review process. In the interest of fairness and equity and efficiency, increases in administrative compensation may now only occur twice a year—January 1 and July 1. The only exceptions are for job changes or promotions or significant new duties or fulfillment of grant requirements, or a critical situation when a firm offer has been extended by another employer, and, in those cases, I must sign off on the action.

Budgetary Empowerment

The final item that has occurred over the summer relates to the new budget model which went into effect on July 1. Budget centers are now fully empowered to prioritize departmental resources, make priority decisions and save your money from one year to the next. The administration will not collect fund balances from the seven administrative divisions of the University. Each division will be expected to manage its own assets effectively. This means that there is no more central fund to come to for those purchases you seek. Any central resources from new revenues or unrestricted appropriations will be used to address campus priorities as outlined earlier in these remarks.

A budget carry forward policy is being developed and will be completed in the next few weeks. There are some caveats. In giving this budget capacity to the campus units, we have dramatically reduced our ability to fund major projects which have typically come from campus-wide fund balance accumulations. Given this, I will look to the largest budget centers to fund physical plant needs in their areas with their carry forward reserves. I will review divisional expenditure plans for carry forward money, and I will retain approval or veto authority over divisional carry forward expenditures above \$10,000. An additional caveat relates to the recent phenomenon in Frankfort which requires the institution to produce matching money to qualify for certain state appropriations. The new Western budget model, while good for the budget center, makes it nearly impossible to produce matching money. I will retain the right to tax carry forward money in the divisions if that is the only way we can produce matching money for state appropriations. A good example is the \$2.1 million for deferred maintenance which came to us this year. I won't leave that kind of money in Frankfort when offered.

Insurance

One major decision yet to be made but under careful analysis for the last several months is the matter of institutional insurance. Specifically, let me update you on the status of employee health insurance, either self or fully funded. The state health care alliance is dissolving on January 1, 1999. We must choose between a fully-funded and a self-funded insurance program. A request for proposals for self insured and fully-insured programs were distributed to the private sector on June 5, 1998. Seven companies submitted proposals—six were for self-insured programs. A committee of ten faculty and staff members has been appointed including representatives from both the Faculty Senate and the Staff Council. The committee met on June 22 to begin the review of proposals. Meetings are continuing in this regard. A consultant has been assisting the committee. The committee anticipates forwarding a recommendation to the Administrative Council this month. We hope to be in a position to take a recommendation to the Board of Regents in September and bring this process to a conclusion in October. I commend Tony Glisson and his colleagues in Human Resources for their work in communicating throughout the campus. I'm satisfied that sufficient information is available to make a sound business decision. If we decide to go with a self-insured program, you have my assurance that any money saved or generated from the program will be put into a restricted reserved account to be used to draw from in the event that claims become excessive. If that fund grows sufficiently, then any draws unrelated to claims will only be used to limit premium costs for employees or enhance employee benefits. This will not be a fund to be used for any other University purposes. I hope our course of action puts us in a position to stem the inflationary spiral of premium costs and improve our compensation and benefit capacity.

Community Relations

There are four off-campus priorities for me, which I hope are priorities for Western and I trust important to each of you. The first deals with our community. Before we can expect the Bowling Green community to fully embrace Western, we must first fully embrace the Bowling Green community. I encourage all of you to become as active as you can in the Bowling Green community. Support our local businesses and our local civic programs. People will remember and appreciate your presence and participation as much as the impact of your spending habits. We, as a Western family, leave a huge mark on this community with our expenditures for housing, utilities, food, entertainment and general cost of living expenses. Our faculty, staff, and students combined generated an estimated \$108 million in direct off-campus expenditures in Bowling Green and Warren County in the 1997 academic year. As important as that is, it pales in comparison to the manner in which we physically and visibly interact with our community. All of you represent this University both on and off campus. Our image is largely defined by the image you create for Western. Please take that responsibility seriously. In that regard, I want Western to host as many community events as possible. I want us to restore the park-like atmosphere for which this campus has been known. I want it to be an inviting place for guests and visitors of all types and ages. Please accept the responsibility for making everyone feel welcome and be welcomed on this campus. We are also increasing our desire and improving our attitude toward tailgating. This football season, please do your part to participate and help create a festive family atmosphere for all concerned. I'm interested in less restrictions and more hospitality.

Marketing

I am also very anxious for us to complete a marketing plan this fall. We desperately need a long-range plan for consistency in the delivery of our priority messages. We will do our best to make good decisions and be accountable for our actions—and that's the fundamental foundation of good public relations. Good perception follows good deed which follows good policy. But we have to tell the Western story often and well. In that regard I want all of our departments to communicate with our Public Affairs Office before producing ads or preparing messages for print or electronic media. If public affairs is not timely in its assistance, then we will deal with those needs. But consistency and quality control and application of strategy in words, messages, and symbols are essential to strengthening our brand name equity.

Fund Raising

The third off-campus priority is that of development and fund raising. I have addressed it often since last November, and I specifically outlined some of our goals in my inaugural address in May. We have made good progress this year. Our cash flow from private sources supporting the entire University went from approximately \$3 to \$4.2 million. Since November, we have announced four gift commitments of \$1 million or more and more announcements are forthcoming. We have created new cumulative gift societies at the \$100,000, \$500,000 and million dollar levels and individuals will be inducted into these societies at our first major gift recognition dinner set for May, 1999. Our new annual fund philosophy includes annual gift levels at the \$5,000 and \$10,000 levels thus creating annual gift recognition ranging from \$25 to \$10,000 a year. We want to increase our participation in the annual fund significantly over the next few years. Endowment, however, is our priority. We simply must increase our income from endowments, and that can only be accomplished by increasing the number of endowed funds in our managed pool. Our endowment priorities are for faculty positions, scholarships, and academic programs. My priorities and Tom Hiles' priorities are campus-wide. We simply do not care where a donor chooses to restrict his or her gift as long as it goes to an institutional need. Donor intent will always prevail. A gift to one department, in my mind, is as good as a gift to another department. I will leave it to you and to our development staff to identify prospects whose interests represent parts of the University for which the development officers are responsible. The raising of private resources, however, is everyone's responsibility. Money raised by you or by others for your department means incremental capacity to achieve your goals. Philanthropic support or sponsored support should never displace institutional support for a particular department. New money is your incentive. Take the initiative. Just be sure our office of gift receiving knows what comes in. We will also be centralizing the recording of gifts from and changing of addresses for our constituents. Everyone can help create a climate which invites philanthropy and many of you are in a position to identify prospective benefactors. Your personal tangible support is important too. Make a tax deductible gift to your own department. Take the initiative.

Sponsored Programs

Also in the area of external support, I want to commend our Office of Sponsored Programs and many of our faculty for the progress we are making in sponsored research. Last year, we passed the \$15 million level. This is impressive growth. It invigorates our curriculum and helps our faculty remain current in their disciplines. Keep up the good work, Phil Myers, and colleagues!

Student Recruitment

The fourth off-campus function which will receive considerable attention is admissions. Our staff in Enrollment Management has put together an impressive five-year plan of aggressive student recruitment and admissions marketing. Specific scholarly, geographic, and minority targets are being set with the intention of increasing the quantity of applicants for each freshman class and the quality of matriculants. A recent newspaper account of our July 31 Board meeting suggested that we were attempting to increase enrollment by 1,000 per year over the next several years. Let me assure you that is not the case. Rather, the goal is to increase the number of applicants by 1,000 per year, thus allowing us to have a larger pool from which we will shape each new class. We will be aggressive in our efforts to improve the academic quality of the freshman class and the diversity of each class—minority, out-of-state, nontraditional, and international. We also want to retain a much higher percentage of those we enroll. Let's all make it our personal responsibility to help every student be successful. Don't think of our new students as freshmen—rather think of them as graduates in 2002. What can we do to ensure that the class of 2002 remains in tact and completes their Western experience. Nationally-recognized universities graduate good students. We must do better at attracting them and graduating them. My compliments to Luther Hughes and Sharon Dyrsen for the leadership they are providing in this regard.

Service-Oriented Culture

Flowing through each of these external initiatives is the importance for all of us to adopt a more service oriented culture. For the most part, I have seen faculty and staff who are hungry to help Western achieve its full

potential. There have been times, however, when attitudes among some departments and individuals have left me wondering just how much improvement is really desired. If we are to improve as an institution, then we all need to be less concerned with how things have been done and more concerned with how they might be done in order to better serve the student, the visitor, or our colleague in another department. We also must be fully aware of the changing needs for both traditional and nontraditional students not only on the main campus but on the south campus and on our extended campuses. Those of us running service programs like housing, dining, security, facilities, advising, registration, orientation, athletic tickets, and on and on must be hungry to meet the needs of those we serve. How can we be more accessible and more service minded during the eight-hour day and on evenings and weekends or whenever those services are needed? I challenge you to explore ways to expand how you think you can behave with each other and with those on whom we depend—our students, our constituents, and the public. Let's make Western an institution known for our service-oriented culture. When you get an inquiry, get over the frustration of being interrupted and help the caller or visitor. If you cannot help them directly, help them get to the right place or person. Let's stop the Western "runaround." How can you help whoever needs your help—whether it relates to you or not. I challenge you to treat those with whom you work—on and off campus—as though your job depended on it. In large measure, it does.

Closing

I would like to see a greater sense of urgency to achieve the goals of our Strategic Plan or whatever goals you and your department have determined to be important. We have real problems which will not go away unless we—you and I—do something about them—and guess what—I may never learn about many of them.

Ours is a mission worth achieving. The future holds great promise at Western—but only if we leave some old habits behind.

Our goals are ambitious, but they are attainable with extraordinary effort. If we all do our part, we can all share in a great sense of accomplishment over the next few years.

I will attempt to be fair and honest and straightforward in my deliberations and I'll expect the same from you. We may not always agree, but I will hope that we will always agree that we respectfully try to do the right thing given the knowledge at hand. The right thing for the people involved and for Western. I'm going to work hard and try to make good use of my time, and I expect the same from you. I'm accessible and you should be too. I will maintain a positive attitude and a desire to find a better way and I expect the same from you.

The future leaders of Kentucky, the nation, and the world sit in our classrooms. Up and down this hill stroll future political reformers, captains of industry, entrepreneurs, writers, artists, inventors, teachers, and most importantly, mothers and fathers. They are influenced—for good or bad—by every aspect of life on this campus. By you and by me. Yes, we have problems to solve and goals to achieve. But let's make sure we savor the delights along the way: faculty achievements, splendid books, sparkling performances, campus improvements, winning teams, library and museum treasures, the delight of concepts discovered and learned. There is immense satisfaction in being a member of a community with outstanding faculty colleagues, devoted staff members, bright students, loyal alumni, supportive regents, and generous benefactors—all of these people who make this campus rich. And above it all, is our high purpose of learning and discovery and transformation. What a privilege to be part of such a community. What an extraordinary opportunity we have to define the goals of this community and achieve them!

We are all about serious work and we have much progress to make. Western's time is now, not tomorrow. Be ambitious both for Western and for yourself. You have the authority. Now take the initiative. Let's be successful together and make this a banner year for Western.

Thank you for your patient attention. We are dismissed!